

matures. Our diplomats work closely together on issues far removed from the Korean peninsula. We collaborate in the United Nations and welcome Seoul's bid for membership on the Security Council. We work together on issues involving APEC and the ASEAN Regional Forum. Our partnership extends to global environmental and population issues.

Most important, perhaps, are the personal ties that link our two nations together. The Korean-American community is well represented in every state in the Union. A Korean-American, Jay Kim, now sits in the U.S. House of Representatives.

The South Korean ambassador tells me that several hundred Korean children come here each year for adoption—a particularly poignant manifestation of the ties we share. My next door neighbors have two adopted Korean girls. And a growing stream of students and tourists are turning the Pacific Ocean into a land bridge.

#### V. CONCLUSION

Periodically, the press in both the United States and South Korea report dangerous rifts between Seoul and Washington. A week or two later, those ominous differences miraculously disappear. Our relationship is durable, strong, and close.

We will disagree from time to time. Our perspectives on even key issues will not always coincide. But on the fundamentals, our two peoples and our two governments are united.

We share a huge stake in maintaining peace on the Korean peninsula and throughout East Asia.

We share an interest in restraining North Korea's nuclear ambitions and its conventional capabilities.

We benefit from economic cooperation and increased trade and investment.

We are committed to the political freedoms that underlie democracy.

And we both are committed to the defense of the freedoms we enjoy and cherish.

In short, we have a sound basis for a lasting friendship.

### PUT LOYALTY BACK IN THE WORKPLACE ETHOS

**HON. JOHN J. LaFALCE**

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. LaFALCE. Mr. Speaker, for years I have spoken on the floor and in committee hearings on the urgency of making U.S. companies competitive in the world marketplace. U.S. companies have met this challenge and are beating their international competition by improving products, increasing production efficiency, and adapting to new technologies. In the jargon of the day, the key to this renovation has been corporate restructuring.

Unfortunately, restructuring has left a key element out of the equation for success: America's workers. To attain a positive bottom line, companies have thrown away workers like so many crumpled pieces of paper. General Motors has let go more than 100,000 employees since the 1980's. Corporate America announced record layoffs in 1993—over 615,000. The trend continued in 1994—first quarter—at a rate of 3,100 a day after the recession was over. Examples of announced cutbacks since 1991 have included IBM, 85,000; AT&T, 83,500; Sears, 50,000; Boeing, 30,000; NYNEX, 22,000. This year in February

alone, 30,945 jobs were eliminated by 74 companies, and it is projected that year-end 1995 will tally 400,000 layoffs.

We are in a new phase of corporate downsizing. Loyal workers and managers are let go. But employment is not the only issue. The quality of employment is changing. Lower salaries are imposed because it is a buyer's market and companies can command good employees at low cost. Recent studies, including those by the OECD, show that among the G-7 industrial countries, the United States ranks first in having the longest workweek, the shortest vacation time, and the least weeks of maternity and parental leave.

Mr. Speaker, last month Robert Kuttner wrote in *Business Week* that our best corporations cannot guarantee career security no matter how dedicated the work force. There is no need for companies to make a career commitment to employees. On the other hand, workers loyal and dedicated to their employers deserve loyalty in return. As a society, we must recognize that two-way loyalty in the workplace benefits everyone, and we must find a way to be competitive and successful with more than a bottom-line mentality. Mr. Speaker, I am submitting a copy of Mr. Kuttner's article for the RECORD.

#### NEEDED: A TWO-WAY SOCIAL CONTRACT IN THE WORKPLACE

(By Robert Kuttner)

America's best corporations are caught between two opposite first principles. One prizes the engaged, empowered employee. The other views employees as expendable costs. Reconciling these views is like squaring the circle.

It is hard to pick up a business magazine without encountering compelling tales of companies that improved productivity through the "high road"—a policy of empowered employees, teams, and high-performance work. This model implies a reciprocal commitment between management and employees, but in an economy of relentless downsizing something appears to be lacking. The company can only insist that high-performance will be rewarded or even that the employee will keep a job. The corporate social contract in America today, says Anthony P. Carnevale, chairman of the National Commission on Employment Policy, "is the sound of one hand clapping."

You might think this one-sided social contract would have costs to employee morale and hence to productivity. But, evidently, fear is a powerful motivator. In his study of corporate loyalty, *White Collar Blues*, Charles Heckscher was granted access to middle managers at eight large corporations undergoing major restructurings, including General Motors, Dow Chemical, and AT&T. Heckscher, who chairs the labor studies and employment relations department at Rutgers University, found that employees were highly dedicated but had scant confidence that their devotion would be repaid. Yet they retained a surprising degree of loyalty. "Perhaps the principal puzzle in companies undergoing the shock of change," he concluded, "is that it produces so little conflict and disintegration."

#### GLOWING REPORT

At another conference at the Jerome Levy Economics Institute of Bard College, the keynote speaker was Frank P. Doyle, executive vice president of General Electric Co. Doyle confirmed Heckscher's portrait. GE today does three times the business it did in 1980—with half the workforce. To get there, Doyle said, "we did a lot of violence to the expectations of the American workforce. . . .

We downsized. We de-layered. And we outsourced."

GE is among the most dynamic of U.S. companies, with a deep commitment to imaginative human-resource strategies. For its core employees, GE is an attractive place to work. However even the best of our corporations cannot guarantee career security, no matter how dedicated its workforce. If this is the core, heaven help the periphery.

At a conference at the Radcliffe Public Policy Center, there was much talk about a "new economic equation" to reconcile work and family life. Another corporate manager with a strong commitment to core employees, Robert E. Boruff, vice-president for manufacturing at Saturn Corp., gave a glowing report about how his company offers subsidized child care, flexible hours, and help to workers pursuing more education. But even Saturn uses outsourcing and contingent workers, who do not receive all these benefits.

#### HIGH-MINDEDNESS?

Corporate America is littered with companies that once prided themselves on generous fringe benefits and no-layoff policies—companies that now devalue health benefits and jettison faithful employees by the thousand. Although they talk a good game, America's most successful companies seem to have decided that a workplace compact is necessary only for their most valued workers. So a humane corporate culture for the entire workforce cannot be anchored in the high-mindedness or event he enlightened self-interest of the corporation.

Employment security, as opposed to job security, is assured only when the economy enjoys high growth and full employment. With high unemployment and plenty of job seekers, companies have no need to make a career commitment to employees. Conversely, in a full employment economy, the existence of plentiful job opportunities takes the sting out of downsizing at any one company.

Similarly of we believe as a society in profamily workplaces, lifetime learning, pay for performance, and other enlightened principles, these norms must be anchored in national policies. Enlightened corporations may want to pursue a high-road approach, but competitive pressures may make that prohibitively expensive unless all companies are traveling the same road.

The elements of a decent, two-way social contract in the workplace require floors set by either national policies or strong labor unions. It's encouraging that America's most productive companies, in principle, value a high-road approach, but that doesn't guarantee that they will take it. It's also necessary for society to bar the low road.

### TRIBUTE TO TANNETIE VERHOEVEN

**HON. JAY KIM**

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. KIM. Mr. Speaker, I rise before the House floor today to pay tribute to Tannetie Verhoeven who will be celebrating her 100th birthday on August 11. Truly, this is an extraordinary occasion. The city of Chino has greatly benefited from her decades of continued dedication and commitment to community service.

Ms. Verhoeven has witnessed two World Wars, the Great Depression, the founding of the United Nations, man walking on the moon, as well as many other monumental events our

country has faced. She has seen this country through its greatest triumphs and the most arduous of times. Ms. Verhoeven is a shining image of what American dreams are built upon. Her wisdom has helped shape the future of many people in her community.

Ms. Verhoeven has played an integral role in her community by possessing simple human compassion and kindness, along with a culmination of determination and drive.

I commend Ms. Verhoeven on a lifetime of the many contributions she has given both her family and community. My most since wishes for more happiness and memories to come. Best wishes for a memorable celebration.

TRIBUTE TO CAPTAIN JIM  
MUNNINGHOFF

**HON. PETER DEUTSCH**

OF FLORIDA

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. DEUTSCH. Mr. Speaker, as the Congressman for Florida's 20th Congressional District which includes Key West, I have had the privilege of working closely with Captain J.M. Munninghoff, the commanding officer of Naval Air Station, Key West. I am always impressed by Captain Munninghoff's professional manner and personable nature, but never surprised. He has shown relentless dedication to his job, and I am very sorry to see him leave his post.

Captain Munninghoff's entire career reflects his fine qualities and distinct attributes. His warfare specialty has taken him all across the globe. His 4,400 flight hours and 774 carrier landings stretch from the South Pacific to the Indian Ocean. During his tour as commanding officer of VA-81, the squadron received the distinguished Commander, Naval Air Force, U.S. Atlantic Fleet Battle Efficiency Award in 1987. In addition to his accomplishments with in his warfare specialty, Captain Munninghoff has held many prestigious positions including the aviation readiness training branch head, and later deputy director to the Chief of Naval Operations, as well as the assistant strike operations officer and the air operations officer of the U.S.S. *Forrestal* and the U.S.S. *Dwight D. Eisenhower*.

Reflecting his many achievements, Captain Munninghoff has also been awarded various personal awards, including the Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, and Navy Achievement Award.

I have had the personal pleasure of working with Captain Munninghoff in his current position of commanding officer at Naval Air Station Key West. I feel that he has done an exemplary job of dealing with the civilian community of the Florida Keys on important issues such as the Peary Court housing controversy, the base realignment and closure process, as well as the more recent proposals for joint use of military property.

It is rare to meet a person of such fine character, and I am honored to have had the opportunity to work with such a man. Needless to say, I am very sorry to see him move on. I only hope that the Navy recognizes the tremendous asset they have in Captain Munninghoff.

TED LEIPPRANDT: LEADER,  
ENTREPRENEUR, ROLE MODEL

**HON. JAMES A. BARCIA**

OF MICHIGAN

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. BARCIA. Mr. Speaker, one of the special privileges of being a representative of the people is meeting so many outstanding individuals. For several years, I have had the good fortune to know Ted Leipprandt of Pigeon, MI. He is a man who has been a leader in his community and in agribusiness. He has been an entrepreneur who has always worked to maximize the benefit that the free market would offer to him. He also has been a role model with his community service, his religious devotion, and his ability to maintain a clear perspective in an often demanding and conflicting world.

Ted Leipprandt formally retired from his 36-year career with the Cooperative Elevator Co. of Pigeon, MI, on May 31st. This weekend, he is being honored for his accomplishments by his friends and colleagues in the Michigan Bean Shippers Association and the Michigan Bean Commission. I am honored to join in this tribute to a man who has made such an impact on the agricultural economy of the most productive portion of Michigan's agricultural bounty—the Thumb.

Virtually a lifelong resident of Pigeon, Ted earned his degree from Michigan State University in animal husbandry before serving in the Army and returning to Michigan to work as a member of the Cooperative Extension Service. He began his affiliation with the Cooperative Elevator Co. of Pigeon, where over the years he worked in several capacities, including general manager. He planned and implemented several expansion and construction projects to make his facility into a state of the art leader in the grain business. He also undertook action to expand the elevator's capability to store and process multiple varieties of dry beans to respond to the demands of international market opportunities. He also was involved in several mergers and company formulations which again concentrated on both domestic and international marketing opportunities.

Throughout all of his career, Ted has had the active support of his wife, Peg, who is also a major contributor to her community. They emphasized the importance of work and Christian values to their four children, and continue to help guide their eight grandchildren. They also learned the value of community service as they saw Ted actively work as a member of the Salem United Methodist Church, a trustee and later president of the Michigan 4-H Foundation, and a board member of the Blue Water Youth for Christ. He has been very involved with the Rotary Club.

His other business affiliations include his membership in the Michigan Bean Shippers Association, the Michigan Grain and Agri Dealers Association, and his current service as a board member/director of Detroit Edison and the East Central Farm Credit System.

Ted's devotion and constant effort to live according to his code of values has made him a true role model. I can think of no one who can better exemplify what it means to be an upstanding citizen, a concerned individual, and a successful businessman.

Mr. Speaker, even though we are recognizing Ted Leipprandt's retirement, all of us who know him understand that he is only moving on to new opportunities and challenges in the same value-laden way that he has conducted his entire life. I urge you and all of our colleagues to join me in wishing Ted, Peg, and their entire family the very best as we look forward to continuing our relationship with a man we are proud to know.

HONORING JOAN SALTZEN

**HON. VIC FAZIO**

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. FAZIO. Mr. Speaker, I rise today to honor the selfless community leader and constituent, Joan Saltzen. She retired earlier this year as superintendent of schools of Colusa County.

From 1983 to 1995 she transformed the Office of Education into a place where children were allowed to grow as individuals. Mrs. Saltzen wasn't afraid to bring new programs to the classroom in order to let the students explore their own individuality.

Her career spanned nearly 30 years. Mrs. Saltzen's exuberance and motivation was as strong on her last day in education as it was on the first.

Mrs. Saltzen got her start in education in 1965, when she was hired as a classroom teacher at McCloud Elementary School. From 1969 to 1971, she was the school's Miller-Unruh reading teacher, for children in first, second, and third grades.

She served as a research intern from 1977 to 1979 for the Department of Research, Development and Evaluation at the Eugene 4J School District in Oregon.

Mrs. Saltzen came to Colusa County in 1979 and until 1982 was the special education teacher for the Office of Education. The following year she began her tenure as superintendent of schools.

Mrs. Saltzen has a Ph.D and M.S. in educational psychology from the University of Oregon. Her B.A. in liberal arts was from the University of Chicago. Mrs. Saltzen also completed the educational administration program at California State University, Chico.

She has numerous credentials and affiliations with professional organizations.

Perhaps her greatest attributes are an open mind for learning and an ability to excite others about education. Since leaving office last January, countless parents and educators throughout Colusa County have told me how much Mrs. Saltzen is missed as schools chief. I share their sentiment about her departure.

Mr. Speaker, I ask my colleagues to join me today in honoring Mrs. Saltzen for her many years of service to the Colusa County Office of Education. I wish her happiness and continued success in all her future endeavors.

RECOGNITION OF MR. AND MRS.  
MORTON O. HEINRICH

**HON. BRIAN P. BILBRAY**

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

*Tuesday, August 1, 1995*

Mr. BILBRAY. Mr. Speaker, I rise today to recognize and honor Mr. and Mrs. Morton